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ER 72-1297/1

16 FEB 1972

MEMORANDUM FOR: Deputy Director for Support

SUBJECT : Non-Standard Workweek--Foreign Missile and Space Analysis Center

REFERENCE : Memo for Executive Director-Comptroller; from Director of Personnel; Subject: Non-Standard Work Schedules; dated 21 December 1971

1. This memorandum submits a recommendation for your approval in paragraph 6.

2. The Director, Foreign Missile and Space Analysis Center has requested approval of the attached irregular work schedule for Operations Center analysts. This proposal provides for four teams each composed of three employees currently in grades GS-08 through GS-10. Each team would work one workweek of three 12-hour days and another workweek of three 12-hour days and one 8-hour Sunday within each 80-hour pay period. Thus, in every case a total of 80 work hours are scheduled in each two-week pay period.

3. The Director of FMSAC believes that adoption of this schedule would be of operational advantage in the Operations Center which currently operates 24 hours a day, seven days a week, on eight-hour shifts. This results in 42 shift changes in a two-week period. The requested work schedule would reduce the number of these shift changes to 30. The proposed schedule would permit all Operations Center analysts to discuss operational matters with other FMSAC analysts who work the regular schedule of 0800 to 1700. Thus, they would be better informed on various foreign space events.

4. Beginning in March 1971 the Center tried this proposed schedule for a two-month period and the results indicated that operations were more effective.

5. In accordance with pertinent provisions of paragraphs 10 and 11 of the reference, the following guidelines would govern leave and pay accounting under the proposed schedule:

A. Employees in grade GS-11 and below would be paid overtime for work in excess of 80 hours in a two-week, 80-hour pay period.

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B. Employees in grades GS-12 through GS-14 would receive either overtime payment or compensatory time for directed overtime worked in excess of 96 hours in a two-week, 80-hour pay period.

C. Employees who perform scheduled or directed work on a holiday would receive holiday pay for hours worked not in excess of 12 within a scheduled workday. When a holiday falls on a non-workday, the preceding workday will be considered the holiday.

D. Annual and sick leave would be charged according to leave taken during the employee's scheduled work hours.

E. Otherwise the provisions of [redacted] including those governing work on Sunday and night differential would apply without change to employees under this schedule.

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6. At regular intervals the Operations Center analysts review computer-selected messages on missile launches and determine if it is necessary to write an article for inclusion in a report which is issued every morning. This work does not require sustained effort. Thus it appears that employees can work efficiently for 12-hour tours. An advantage to the proposal is that the overlapping of both 12-hour shifts with the day shift permits communication between Operations Center analysts and other FMSAC analysts so that details on missile launches can be more easily clarified. The proposed schedule appears to provide an operational advantage to the Agency. Therefore, I recommend that you approve the attached work schedule for the FMSAC Operations Center. The Director, FMSAC will evaluate the effectiveness of operations under this schedule and submit quarterly reports.

/s/Harry B. Fisher

Harry B. Fisher
Director of Personnel

Attachments

CONCUR:

IS/ Maria S. Bradwein
Director, Foreign Missile & Space Analysis Center

22 Feb 72
Date

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CONCUR:

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IS/ [redacted]
for Deputy Director for Science & Technology

25 Feb 72
Date

IS/ Thomas B. Gale
A/ Director of Finance

1 March 72
Date

The recommendation contained in paragraph 6 is approved:

IS/ Robert S. Yattaw
for Deputy Director for Support

7 March 72
Date

Distribution:

- Original - Return to D/Personnel w/att
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- 1 - D/Finance w/att
- X - D/Pers (Chrono) w/att
- 1 - C/PMCD w/att

Irregular Work Schedule
Foreign Missile & Space Analysis Center
Four Teams, Three Members Each

	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	
First Week	0000							0000
	0800	AA	A 0000 to 1200	A	A	C 0000 to 1200	C	
	1200	AB						1200
	1600		B 1200 to 2400	B	B	D 1200 to 2400	D	D
	2400	BB						2400
Second Week	0000							0000
	0800	CC	A 0000 to 1200	A	A	C 0000 to 1200	C	C
	1200	CD						1200
	1600		B 1200 to 2400	B	B	D 1200 to 2400	D	D
	2400	DD						2400

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DD/ST# 2322-71

22 July 1971

MEMORANDUM FOR: Deputy Director for Support

THROUGH: Deputy Director for Science and Technology
Director of Personnel
Office of General Counsel

SUBJECT: Request for Exception to Agency Regulations

1. This memorandum contains a request for the Deputy Director for Support's approval for an exception to [redacted] Such request is contained in paragraph 5.

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2. In March 1971, several employees in the FMSAC Operations Center suggested a more flexible shift schedule of six 12-hour nonovertime shifts and one 8-hour shift within each 80 hour bi-weekly pay period. The Director of FMSAC approved an experimental schedule for a two-month period and the new schedule began on 21 March 1971. Following the trial period, all Operations Center personnel were interviewed by the FMSAC Administrative Officer and clearly the majority (all but one) of the shift workers prefer the 12-hour shift.

3. In May 1971, the Director of FMSAC asked the Inspector General for guidance regarding the possibility of continuing the 12-hour shift schedule on a permanent basis. The Inspector General suggested that this request for exception to Agency regulations be initiated. A copy of the Inspector General's summary report of investigation is attached.

4. If FMSAC is permitted to continue the 12-hour shift schedule, we will be profitably reassigned one staff position from the Operations Center. Other benefits of this schedule are as follows:

a. It permits all Operations Center analysts to discuss operational matters of mutual concern with other FMSAC analysts who work the duty schedule of 0800-1700. This keeps the Center analysts better informed regarding the significance of various foreign space events and helps them to remain alert to the gaps in operational reporting.

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SUBJECT: Request for Exception to Agency Regulations

- b. The need for overtime will be virtually eliminated.
- c. Employees who wish to complete their college education may be more easily accommodated. Agency training may also be more easily scheduled.
- d. Employees will have three days off one week and four days off the following week. Operations Center personnel who were interviewed consider this to be a significant advantage over the old 8-hour rotating schedule.

5. In view of the numerous advantages offered by the 12-hour shift schedule, it is requested that FMSAC be granted an exception to Agency regulations so that we can continue the schedule on a nonovertime basis.

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DAVID S. BRANDWEIN
Director
Foreign Missile and Space Analysis Center

Attachment: a/s

CONCURRENCE:

for

Deputy Director for Science and Technology

26 July '71
Date

Director of Personnel

Date

See Acting General Counsel's Memorandum of 3 September 1971 attached
Office of General Counsel

Date

APPROVED:

See D015 71-3573
Deputy Director for Support

Date